North Carolina

Criminal Justice Law Enforcement Automated Data Services (CJLEADS)

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I. Executive Summary

In 2008, the General Assembly adopted section 6.15 in S.L. 2008-107, House Bill 2436, and created the Criminal Justice Data Integration Pilot Program. In enacting this provision, the General Assembly found *"that the State's Uniform Crime Reporting technology is based on procedures developed in the 1930s and a design plan developed in the late 1980s. [I]t is abundantly clear that the State must establish a framework for sharing critical information, and the framework must be implemented as soon as possible. With improved access to timely, complete, and accurate information, the members of the General Assembly, leadership in State and local law enforcement agencies, law enforcement officers, and everyone working in the criminal justice system can enhance their ability to make decisions on behalf of the people of the State, with fewer decisions based on instinct or guesswork."* It was the General Assembly's intent in mandating the creation of this Data Integration project to create a statewide crime analysis system designed to save time, save money, and save lives.

The CJLEADS State project team is managed by the Office of State Controller (OSC). In addition to OSC's project team members, over 100 team members from other criminal justice organizations and agencies have been actively involved in the design, development and testing of the application. The partner agencies include the Administrative Office of the Courts, Department of Correction, Department of Crime Control and Public Safety, Department of Justice/State Bureau of Investigation, Department of Juvenile Justice and Delinquency Prevention, Division of Motor Vehicles, North Carolina Association of Chiefs of Police, North Carolina Sheriff's Association and the Wake County courts.

Subject matter expertise and guidance on industry best practices is being provided with the assistance of George Ake of the National Institute of Justice, Fletcher Clay, former Patrol Commander of the North Carolina State Highway Patrol, and Ike Avery, former Senior Deputy Attorney General of the NC Office of the Attorney General.

The General Assembly charged the OSC with the responsibility of developing and implementing a Criminal Justice Data Integration Pilot Program in Wake County and then to expand the project statewide. The initial charge to OSC was to create a tool to serve law enforcement and the courts by integrating and providing up-to-date criminal information through a single, secure, web-based application. To accomplish this task, the State Controller selected SAS as a vendor partner and in collaboration with criminal justice organizations in the State of North Carolina and Wake County, developed and implemented the Wake County Data Integration Pilot Program now known as CJLEADS. Consistent with the Legislature's intent to serve criminal justice professionals and improve the safety of North Carolina's citizens, CJLEADS has two primary objectives:

1. To provide a comprehensive view of an offender through a single application, allowing for positive identification of an offender through a photographic image.

2. To provide an "offender watch" capability to alert criminal justice professionals when an offender has a change in status.

After consolidating 41 million out of 80 million records representing 13.6 million offenders, the Wake County Pilot deployment and evaluation was completed in December, 2010. Details on the evolution and development of the Pilot project can be found in past legislative reports.

With the success of the Wake County Pilot, OSC initiated statewide deployment to the Phase I upper and lower piedmont regions of the state in January, 2011. The response from criminal justice organizations has been overwhelmingly positive as we continue to deploy throughout the state, with law enforcement sharing multiple ways they have benefited from the consolidated data and ease of use of CJLEADS. With our primary focus to serve criminal justice professionals throughout North Carolina and improve the safety of our citizens, we have made every effort to facilitate rapid deployment and accelerate the schedule for future regionals phases.

The CJLEADS project team completed Phase I deployment in June, 2011 by offering all organizations in the Piedmont regions the opportunity to use CJLEADS. As of June 30, 2011, 120 local, state, and federal agencies (of 151 identified organizations) in the Piedmont regions have worked with the CJLEADS business operations team and gained access to CJLEADS. This brings the total number of agencies using the application (including Wake County) to 166.

In May, 2011, deployment to Phase II, including the far southwestern and far southeastern areas of the state began. The State Controller and the CJLEADS project team completed kick off meetings of all agencies in Phase II on June 29, 2011, and training in these areas is scheduled to begin in July. In response to the increasing interest of the remaining areas of the State, the CJLEADS project team has accelerated the schedule for Phase III deployment and plans to conduct kick off meetings in the northwestern and northeastern regions of the state in August and September, 2011. To date, we have conducted 38 kick off meetings with over 745 criminal justice professionals in attendance.

Since January 1, 2011, more than 4,200 law enforcement and court personnel have been trained, and currently there are over 7,000 users who are actively using access CJLEADS, with 2,000 additional users pending training. Criminal justice professionals were trained in classes held at OSC facilities as well as in police department and Sheriff's Office facilities, North Carolina Justice Academy, court buildings, community colleges and universities throughout the piedmont region. Being fiscally responsible and looking for opportunities to avoid costs, OSC was able to utilize all of these training facilities at no additional cost to the state. In addition to on-site training, 44 web classes have been conducted to provide user administration training for agency user administrators, and 41 web-based end-user training classes were completed for criminal justice professionals throughout the State. The CJLEADS "*Train the Trainer Program*" has successfully certified 14 individuals who completed the coursework and training and received the CJLEADS trainer certification

status. These certified CJLEADS trainers are now assisting with training activities for their organizations and have trained 588 CJLEADS students.

While the CJLEADS project has achieved a great measure of success, significant work remains. Over the next fiscal year, OSC will continue to deploy CJLEADS statewide, continue to develop vital interfaces, such as federal files, deemed essential to providing a full service application to meet the needs of criminal justice professionals and fulfill the original mission of the project as outlined by the legislature. **Session Law 2011 – 145, HB 200**, directs the OSC to continue the implementation of CJLEADS, expanding it throughout the state.

This report provides an update on CJLEADS statewide deployment activities as well as information on the development, operations, and maintenance of the project application.

II. CJLEADS Statewide Deployment – Phase I

A. CJLEADS Deployment – Regional Law Enforcement

The Phase I deployment which included the counties located in the upper and lower Piedmont areas of the state was completed in June 30, 2011. All criminal justice organizations in these regions were provided the opportunity to complete on-boarding activities and training. For a map of the statewide deployment regions, please see Appendix B.

As of June 30, 2011, accomplishments for Phase I of the CJLEADS statewide deployment included:

- 120 agencies of 151 Phase I identified organizations including local, state and federal agencies have been on-boarded by the CJLEADS business operations team to gain access to the application. This brings the total number of regional agencies utilizing the application including Wake County to 166. The on-boarding process requires that an agency work with the CJLEADS Business Operations Team to:
  - Execute the CJLEADS license and usage agreement, ensuring that the agency has reviewed and agreed to the Information Access Policy and identified contacts for CJLEADS in their organizations.
  - Complete user administration training and activities to establish their users in CJLEADS with authorized security roles.
  - Schedule training for agency personnel on the CJLEADS application.
- More than 4,200 users were trained in CJLEADS classes since January 1, 2011. Classes were held at OSC facilities as well as in training facilities located in Sheriff's Offices, police department facilities, North Carolina Justice Academy, court buildings, community colleges and universities throughout the Piedmont. The collaboration with these organizations allowed our team to offer training throughout the Piedmont region without spending a single dollar on classroom rental expenses. The team will continue to work with these groups to minimize training costs for the remaining phases of deployment. For training status, please see Appendix_B.
- 44 web classes have been held for agency user administrators. In addition, 41 web-based classes were conducted to allow CJLEADS users to save time and travel expense by completing training via the internet rather than traveling to a classroom location.
- The CJLEADS Train the Trainer Program has certified 14 trainers who are now conducting training classes for their organizations. These certified CJLEADS Trainers have conducted 50 classes training 588 students.

B. CJLEADS Deployment – Statewide Organizations

CJLEADS Business Operations continued deployment to agencies that have personnel statewide including the Administrative Office of the Courts (AOC) personnel, law enforcement with state agencies such as Department of Environment and Natural Resources (DENR), NC Wildlife Resources Commission, State Highway Patrol (SHP), Department of Insurance (DOI), State Bureau of Investigation (SBI), and Department of Correction (DOC) prison and community corrections personnel. The deployment objective for these organizations is to reach their statewide user base more quickly and efficiently.

The CJLEADS Business Operations team has leveraged training opportunities to rapidly deploy to these organizations. For example:

- During this quarter, the CJLEADS Business Operations team has trained over 1,113 AOC court personnel including judges, district attorneys, clerks, and magistrates. Training was offered at regional judicial training centers throughout the State as well as at judicial conferences.

- OSC will work with the Department of Correction (DOC) to train Division of Community Corrections Probation/Parole Officers via web based classes. These classes will be offered weekly through the summer and fall to train DOC personnel throughout the state.

C. CJLEADS Operations

The CJLEADS Business Operations team continues to refine and expand business processes, procedures and policies to support statewide technical and business operations.

1. The CJLEADS Business Operations team regularly enhances extensive training materials; User Guides, Frequently Asked Questions (FAQ), and Quick Reference Information. In addition, the team continues to add web-based training vignettes to allow CJLEADS users to review specific system functionality or learn about new data or features of the system.

2. The CJLEADS Business Operations team, working with the application development team, has developed auditing policy and procedures. In the fall of 2011, the Business Operations team will begin working with agencies that were on-boarded during the Wake County Pilot to conduct annual auditing of authorized users and usage of the CJLEADS data.

3. The Business Operations team continues to manage the CJLEADS website (http://www.cjleads.nc.gov/) which provides valuable information for end-user organizations, including instructions for gaining access to CJLEADS, training schedules and registration information, and CJLEADS background and history. The

website also provides contact information for technical and customer support as well as opportunities to provide feedback and suggestions to the project team.

4. CJLEADS customer support is provided collaboratively by the Department of Justice (DOJ) Customer Support Center (CSC) and the CJLEADS Business Operations team.

D. CJLEADS Feedback and Usage

1. User Feedback

As the CJLEADS team continues deployment of the application throughout the state, law enforcement and the courts continue to offer examples of CJLEADS providing a service to criminal justice professionals, allowing them to be more efficient and effective.

Officer W.T. Brandon of the Charlotte Mecklenburg Police Department says "This is the best program the State has developed in years. This gives police a tool to use and obtain information that usually would require hours to get."

Officer B. Gallimore of the Lilesville Police Department says "CJLEADS is a life saver!! We are a very small department with an even smaller budget. I had been checking around looking for a way to get all this information in the car and the cheapest price I found was $19,000.00 just for the package. Then I heard about CJLEADS - the answer to my problems. I am now in the process of receiving grant money to purchase two laptops and put them in the car with air cards. Having CJLEADS on those laptops will reduce radio traffic and help me and my officers receive information sooner and a whole lot more detailed. It would not surprise me if this program saves the life of an officer someday if not already!! Thank you for all your hard work!!!"

UNC Greensboro Police Department, J. McCormack says "As a telecommunicator, CJLEADS has considerably cut my time in providing information to my officers which contributes greatly to officer safety especially on vehicle stops. It offers "one stop shopping" as you may say."

For more feedback from CJLEADS users, please see Appendix C

2. CJLEADS Usage

The number of users accessing CJLEADS continues to grow as deployment and training activities expand throughout the state. In addition, the level of inquiries per user is also increasing. The statistics below compare usage from October through December to usage from January through March:

- CJLEADS weekly average number of users has grown from 1158 to 3036 as deployment spread through the Phase I counties.
- The average number of offender and DMV records accessed per user per week grew by 10% in the last quarter

III. CJLEADS Statewide Deployment – Phase II

With the successful CJLEADS deployment in the Piedmont region, the CJLEADS project team initiated the next phase of deployment and completed kick off meetings in the Phase II regions (Lower Western and Lower Eastern). Phase II kickoff meetings were held in the following locations:

- May 17, 2011 – Buncombe, Haywood, Madison counties - Asheville-Buncombe Technical Community College, Asheville, NC
- May 18, 2011 – Mitchell, Yancey, McDowell counties - Mayland Community College, Spruce Pine, NC
- June 1, 2011 – Sampson, Cumberland, Duplin counties – NC Justice Academy East Campus, Salemburg, NC
- June 2-3, 2011 – Johnston, Harnett, Wayne counties – Johnston Community College, Smithfield, NC
- June 7, 2011 – Henderson, Transylvania, Polk, Rutherford counties, Hendersonville Police Department, Hendersonville, NC
- June 8, 2011 – Cherokee, Clay, Graham counties – Tri-county Community College, Murphy, NC
- June 9, 2011 – Macon, Swain, Jackson counties – Southwestern Community College, Franklin, NC
- June 21-22, 2011 – Columbus, Robeson, Bladen counties – Southeastern Community College, Whiteville, NC
- June 22-23, 2011 – New Hanover, Brunswick, Pender counties– Cape Fear Community College, Castle Hayne, NC
- June 28, 2011 – Onslow and Carteret counties – Coastal Community College, Jacksonville, NC
- June 29, 2011 – Craven, Pamlico, Lenoir, Jones counties – Craven County Sheriff's Office, New Bern, NC

Training for the Phase II counties will begin in July, 2011, and continue through December, 2011. Agencies will execute their license and usage agreements, send their user administrators to training and register users for training classes to obtain access to CJLEADS.

IV. CJLEADS Statewide Deployment – Phase III

With the intense interest in CJLEADS in the remaining regions of the state, the CJLEADS project team has opted to accelerate the deployment schedule for Phase III (Upper Western and Eastern regions). Kick off meetings in Phase III, originally scheduled for November and December, 2011, have been moved up to August and September, 2011. Phase III kickoff meetings are being scheduled and will tentatively be held in the following locations:

- August 23, 2011 – Granville, Vance, Warren, Franklin counties – Vance-Granville Community College, Henderson NC
- August 24, 2011 – Nash, Edgecombe, Wilson counties – Nash Community College, Rocky Mount, NC
- August 29, 2011 – Iredell, Davie, Yadkin counties – Mitchell Community College, Statesville, NC
- August 30, 2011 – Alleghany, Surry, Wilkes counties – Wilkes Community College, Wilkesboro, NC
- August 31, 2011 Ashe, Watauga, Avery counties, TBD, Boone, NC
- September 1, 2011 – Caldwell, Burke, Catawba, Alexander counties – Caldwell Community College, Lenoir, NC
- September 13, 2011 – Greene, Pitt, Martin counties – Pitt Community College, Greenville NC
- September 14, 2011 – Beaufort, Washington, Tyrrell, Hyde counties – Beaufort Community College, Washington, NC
- September 20, 2011 – Dare, Chowan, Perquimans, Pasquotank, Camden, Currituck counties– College of the Albemarle, Elizabeth City, NC
- September 21, 2011 – Halifax, Northampton, Hertford, Gates, Bertie counties – Roanoke-Chowan Community College, Ahoskie, NC

Training for the Phase III counties will begin in October, 2011, and will be held concurrently with Phase II regional training. All major deployment activities and training are scheduled to be complete in June, 2012.

V. Application Development Activities - CJLEADS Release III

The CJLEADS Project team continues to work with users, data source agencies, and SAS to incorporate data and functionality deemed critical to meeting the original mission of providing a reliable, complete, and easy-to-use application to serve law enforcement and the courts and improve the safety of our citizens.

Release III is scheduled for deployment during the week of July 4, 2011. CJLEADS Release III will include:

- Concealed Handgun Permits – concealed handgun permit (CHP) data will provide basic information about an individual's concealed handgun permit. The system will also have a CHP warning icon that alerts law enforcement, before approaching a vehicle in a traffic stop for example, that an individual is authorized to carry a concealed hand gun.

- My Activity Detail – when a user logs into CJLEADS, the application audit process logs all searches, records accessed and records printed. "My Activity" detail provides the user with the ability to look back historically at their activity within the system. Users can view their most recent activity or search for their activity during a specific date range.

  During the investigation of a motor vehicle accident, an officer's primary focus is on ensuring the safety of the citizens and managing traffic. CJLEADS will allow an officer to quickly run queries during the investigation to verify driver information. When the officer completes paperwork and reports later in the office, the officer can utilize the "My Activity" function to easily access and review the information searched while at the accident scene without having to maintain a manual log of the information.

- Watch list – the watch list capability was implemented to support a primary objective for the CJLEADS application. As CJLEADS users have worked with the watch list capability, they have provided feedback on areas of improvement for the watch list component. With the new release, users will be able to document information via a "note" for each individual on their watch list. This will allow a law enforcement officer, for example, to add an investigation case number to someone they are watching.

- Printing - the print options provide users with the ability to print reports of offender and/or DMV information. The print utility allows the users to selectively print only the information they need rather than creating exhaustive reports that may contain unnecessary data. Because some investigations may require that reports are shared for authorized criminal justice purposes, the print utility was expanded to add the ability to eliminate specific identifiers such as driver license number, Department of

Correction number, Sex Offender Registry number, or FBI/State ID number. Social security numbers can be masked to display only the last four digits. This helps users protect any information that might be deemed sensitive when printing reports.

- Photographic Images – one of CJLEADS' primary objectives was to provide a photographic image, when available, for positive identification of an offender. CJLEADS often contains multiple photographs of an offender from the AOC, DOC, local jails, and the Sex Offender Registry. Currently the user is able to "scroll" through the pictures one by one. Law enforcement requested the ability to view all pictures at one time so an images tab was added to allow all pictures to display on a single screen of the application.

- Application Time-out – to meet federal and state security guidelines, the CJLEADS application automatically logs the user out of the system after 30 minutes of inactivity. Feedback from the officers indicates that other criminal justice applications allow users to stay logged on for longer periods in secure locations, including police vehicles. The timeout feature is inconvenient when an officer needs to quickly run a query and finds he/she must re-login to the system.

  The CJLEADS project team researched the security regulations to understand alternative solutions or extended timeout parameters. Based on CJIS policy, the CJLEADS timeout for law enforcement officers and law enforcement support staff will be extended to four hours.

- General Links – a General Links page will provide a convenient link to other applications that are widely used by the CJLEADS community. These links may include the Federal Bureau of Prisons, National Sex Offender Registry, NC SAVAN and other pertinent state and federal agencies.

Other enhancements originally planned for Release III have been deferred until later releases:

- Web Security Certificate – the CJLEADS application is controlled by several layers of security including broad level Internet Protocol (IP) address restriction, secure user ids and passwords, role-based security and auditing. As the statewide deployment progressed, however, the management of low level IP address authorization and restriction proved to be cumbersome and time consuming. Many organizations are not able to provide private network IP ranges. As an alternative, the CJLEADS team worked with SAS to develop and test a web security certificate which would be provided to all authorized users and would limit access to web traffic originating from a laptop or desktop that has the certificate installed. Testing found this option presented a variety of technical challenges given the wide variety of technical equipment and operating systems used throughout the state. The CJLEADS project team is now evaluating alternative security protocols including two-factor authentication.

- Advanced Search Capability – advanced search will allow the user to further refine search criteria to narrow a large search result. Often when offenders have very common names, the search result set is large and it may be difficult to find the individual of interest. The Advanced Search will allow the user to use more detailed information to focus in on the person of interest. Future enhancement of the Advanced Search capability will allow for searching for "unknown" individuals using physical characteristics, geographic data, warning icons and offense categories. Significant progress has been made on advanced search and this functionality will be released after it has been fully tested and optimized.

With each new release of the application, the CJLEADS team will complete several activities as part of the release deployment:

1. Refresher Training

To ensure that all existing users understand the new functionality associated with Release III, the CJLEADS Business Operations team will develop user refresher training that will instruct users on the new functionality and data available. To minimize cost and lost work time, the refresher training will be offered via web-based training, recorded demonstrations and updated end user documentation.

2. Penetration Testing

As required by the contract, SAS will work with an independent third-party vendor to conduct penetration testing on the hosted technical environment. Penetration testing activities assess the technical environment and identify any areas that may need to be addressed to ensure the security and integrity of the technical environment. The penetration testing results continue to give a "Highly Secure" rating for the CJLEADS application.

As each new release of the application is deployed, penetration testing is repeated to continue to ensure the security and integrity of the application.

VI. CJLEADS Application Design and Development

Consistent with the original legislative mandate to provide a comprehensive profile of an offender, development will continue to incorporate additional sources of critical criminal justice information in CJLEADS. The project team has developed a statement of work for the continued design and development in FY 2011-2012. The following areas of future functionality will be prioritized and addressed for the next phase of development:

1. Federal Interface – Unrestricted or Hot Files

   Both the courts and law enforcement have continuously emphasized the critical need for a federal interface to allow users access to federal and other states' information via CJLEADS. There are a number of security and policy issues that must be addressed to allow CJLEADS to develop an interface to federal systems. The CJLEADS project team will require the collaboration and assistance of the State Bureau of Investigation, North Carolina's CJIS Security Agency, to develop policies and protocols to allow access to federal and other states' information.

   The current plan calls for the initial development to focus on the federal unrestricted "hot files." These files provide national wants and warrants, as well as stolen vehicles, stolen weapons, and missing persons. The CJLEADS project team will work closely with DOJ/SBI to determine the correct approach, design and security considerations for developing a federal interface.

2. NC Wildlife Resource Commission licenses and vessel registrations – NC Wildlife personnel have completed new web service functionality to allow CJLEADS to access license and vessel registration information. The CJLEADS team will now complete the CJLEADS web service calls and work with NC Wildlife to test the interface in preparation for release to the end users.

3. Facial Recognition – the ability to positively identify a suspect, offender, or unknown person in the field is critical to law enforcement. The CJLEADS team, in collaboration with DMV, will analyze the ability to capture a photograph in the field and find potential matches for identification purposes by leveraging the existing DMV facial recognition technology.

4. DMV Partial Plate – currently the CJLEADS/DMV interface allows for vehicle searches using an exact license plate match or a partial Vehicle Identification Number (VIN). Partial plate searches must be requested and manually processed by DMV. Because witnesses often remember parts of the license plate during a traffic or crime incident, law enforcement indicated that searching partial plates online would enhance the ability to respond to incidents more quickly.

5. CCBI images and data – CCBI captures photographic images for all individuals arrested in Wake County. CCBI images and identifying information will help complete the Wake County jail information.

6. Public Safety for national and regional events – users have requested the ability to use the statewide repository of information available in CJLEADS for research and investigation prior to national and regional events held in North Carolina. In advance of events, such as the national political convention scheduled in Charlotte in 2012 or NASCAR races, law enforcement conducts extensive research and investigation to prepare security briefings for state, local and federal law enforcement. Similar investigations take place when U.S. or state government officials participate in regional conferences or appearances. Law enforcement has requested development of reporting and investigative inquiry capabilities for these events.

7. Offender Merge Capability – incomplete or limited identifying information often prevents the ability to merge all records for an offender together into a single cluster of information. A search result, therefore, may show several clusters for the same individual. As the criminal justice professional reviews multiple clusters of information about a person, he/she may need the ability to combine clusters to view all the information together as a single profile.

8. Advance Search Capability – enhancing the Advanced Search feature to allow law enforcement to search for "unknown" persons using physical characteristics, geographic locations, charge types and categories, warning icons and other criteria.

9. Several organizations have requested web services from their state systems to access data in CJLEADS. Department of Correction has expressed interest in web services to provide CJLEADS data to probation and parole officers. While the web service capability is available, the requesting agency must provide its business requirements so the web service can be fully defined.

10. Web service to provide more "real-time" data to CJLEADS for time sensitive information from the NCAWARE on-line warrant system. AOC has indicated that their current resource limitations will prohibit this development task unless funding is made available to support AOC resources.

11. Juvenile Case Records - finalization of business requirements for the data, security and auditing is still pending. AOC has indicated that their current resource limitations will prohibit this development task unless funding is made available to support AOC resources.

12. Business Analytics - with the data integrated into CJLEADS, there is unlimited potential to mine the data for statistical analysis and reporting. Court and law enforcement personnel have suggested numerous opportunities to leverage the information in CJLEADS to improve efficiencies and effectiveness through the criminal justice

community. The project team will work with business users to determine requirements for data analytics.

The State project team is beginning development of these reports and each report will be deployed in system releases as they are completed.

Examples of potential reports and business analysis include:

- DWI reports that provide court officials with an aging report of the DWI cases pending and the offender's count of previous DWI convictions and pending cases across the state.
- Report of deceased offenders who have outstanding processes, thus allowing court officials and law officers to clear unnecessary outstanding warrants and orders for arrest.
- Report of offenders who have outstanding processes and are incarcerated or have pending court dates, thus allowing law officers to locate and serve offenders efficiently.
- Risk assessment for offenders based on historical data and statistical analysis

- Offender relationships and connections with other offenders

In anticipation of migrating the application to a state-hosted data center environment, a budget expansion request for $2.7 million was submitted to the Office of State Budget and Management. **Session Law 2011-145, HB 200** directs the OSC to provide a recommendation to the Joint Legislative Oversight Committee on Information Technology on the best alternative for management and hosting CJLEADS by October 1, 2011. Because the expansion request was not approved, the planned migration will be delayed pending the recommendation in the October 1, 2011 report.

For FY 2011- 2012, SAS will continue to host the CJLEADS application, and the OSC project team will begin to assume certain areas of technical support and application development responsibilities.

VII. CJLEADS Challenges

The integration of data across disparate applications brings with it many challenges. The following issues have been identified:

A. Funding Availability

For FY 2011-2012, the original recurring budget appropriation was $9 million to fully fund the project. This budget was to continue the integration of critical sources of data and functionality, support 24x7 operations, and deploy CJLEADS statewide. With the current economic constraints and budget negotiations, the CJLEADS budget was reduced by $2,367,263, over 26%. The reduced funding will delay hiring and training of additional

project support and technical personnel positions until later in the fiscal year, will limit the integration of critical data and functionality, and will eliminate the ability to provide financial support to data source agencies.

The CJLEADS application, and the data integrated thus far, represents a solid foundation for the support of criminal justice but a tremendous amount of work remains to fully meet the mission and objectives established by the NC General Assembly. Completing the remaining sources of North Carolina information, adding an interface for federal information, fully leveraging the DMV interface capabilities and providing additional reporting is critical to serving law enforcement with a single robust and reliable source of information.

The reduced funding severely impacts the ability to continue to design and develop additional critical functionality. The program has received extremely positive feedback and has resulted in unprecedented collaboration of state, local and federal criminal justice organizations. This reduction in design and development funding may result in a loss of momentum and collaborative effort with both criminal justice agencies and the current vendor partner.

A budget expansion request was provided to the Office of State Budget and Management for an additional $2.7 million to procure, install and configure hardware, provide for migration services to load software and transfer the application data and programs, test and run the application parallel in both the SAS and DOJ data centers, and finally cutover production to the state environment at the Department of Justice.

As the $2.7 million in expansion funding was not approved for FY 2011-2012, the CJLEADS application will continue to be hosted in the SAS data center. The SAS hosting services are a cost efficient alternative to hosting the application in-house and the appropriated funds of $6,632,737 million will allow the application to be hosted and supported at SAS while continuing limited design and development of data and functionality and the deployment of the application statewide.

Actual/Estimated costs are listed below:

Actual/Estimated Costs

	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Estimated Cost	FY 2012-2013 Estimated Cost	FY 2013-2014 Estimated Cost
SAS Hosted Solution						
State Operations	$128,091	$390,601	$1,415,978	$2,327,737	$2,327,737	$2,327,737
Development/Hosting/Software	$2,000,000	$7,252,426	$6,460,491	$5,378,000	$5,598,000	$5,598,000
Total	**$2,128,091**	**$7,643,027**	**$7,876,469**	**$7,705,737**	**$7,925,737**	**$7,925,737**

Actual and estimated costs represent direct project costs including vendor licensing, continued design and development, data center hosting costs including hardware refresh and maintenance, software licensing, operations and support, and full-time project personnel.

The CJLEADS three-year cost, including initial pilot startup costs, was originally estimated to be $27 million to support 30,000 criminal justice professionals statewide. To date, $17,647,587 has been spent. Including estimated FY 2011- 2012 costs of $7,705,737, the total cost of statewide deployment to 30,000 users is $25,353,324 or approximately 7% under budget.

Estimates of on-going operations and maintenance are approximately $8 million annually.

Expenditures FY 2010 - 2011

Expenditures as of June 30, 2011 are provided below:

As of June 30, 2011	Estimated	Actual	Available Balance
CJLEADS Funding			
Recurring Funding	$8,360,088		
Non-curring Funding	500,000		
Miscellaneous Expenditures			
	$8,860,088		
CJLEADS Expenditures			
Total Project FY 2010 - 2011	$8,860,088		
State Project Team Expenditures		$1,276,093	
Pilot Hosting Contract Services		$2,438,991	
Pilot Development Contract Services		$2,021,500	
SAS ELA Renewal		$2,000,000	
Miscellaneous Expenditures		$139,885	
CJLEADS Total	**$8,860,088**	**$7,876,469**	**$983,619**

Return on Investment

Return on investment is found as intangible benefits of improved efficiency, better informed decision making, and improved safety for law enforcement and the public. The ability to access integrated statewide information in a single web-based application allows the courts and law enforcement to save valuable time researching information and focus their efforts on other more important job responsibilities. These benefits do not result in budget savings, rather allowing criminal justice professional to be more effective and efficient.

FY 2010-2011 intangible benefits, based on actual usage of the application during the Wake County pilot and Phase I rollout, are approximately $4.3 million. Annual benefits for future years with full deployment, based on the average usage statistics for FY 2010–2011, are estimated to be in the millions of dollars including:

- CJLEADS will provide a more efficient method for law enforcement searches by providing a wider variety of information through a single search facility. Efficiency savings for law enforcement assumed 30% of the anticipated 22,000 LEO and LEO support personnel will be “high volume” users and will access an average of 21 offender

or DMV records per week. Conservatively, if each inquiry saves a law enforcement officer five minutes of research time, the estimated saving are $13.875 million annually.

This does not represent a reduction in workforce, but improved efficiency as well as improved information and decision making by law enforcement officers. For example, if a law enforcement officer can more quickly access and review information about individuals involved in a motor vehicle accident, he will be able to return to managing traffic flow, resolving the incident and resume normal patrol activities in a timely manner.

- Courts personnel have indicated that they are saving 33% of the resource time required to research information, approximately 10 minutes per investigation. Savings associated with actual courts' usage in FY 2011-2012 are calculated to be $276,000. In future years, assuming 30% of authorized court personnel are "high volume" users, and will access an average of 12 offender or DMV records per week, and each inquiry saves 10 minutes of research time, the estimated savings are $2.295 annually. This efficiency may allow court personnel to complete research in a more timely manner, in turn helping them handle the ever-increasing case load in the court system and effectively serve the public.

- Other CJLEADS users, including probation and parole officers, prison intake officers and juvenile court counselors, are estimated to save an average of five minutes for offender or DMV record accessed. Assuming 30% of other users are "high volume" users and will access an average of 17 offender or DMV records per week, the estimated savings are $1.253 annually. This efficiency will allow probation and parole officers, prison intake officers and juvenile court counselors to quickly access information about individuals under their supervision and focus their efforts on interaction and supervision activities.

- Similar to an appraisal of the value of life in court cases, based upon life span and earning potential, an average estimate of the value of a life saved is $1.125 million. If the use of CJLEADS when fully deployed statewide saves four lives annually, the intangible benefit is $4.5 million per year.

  Given these intangible benefits compared to project costs, the return on investment analysis demonstrates a project break-even timeframe of four years, or during the second full year of operations. The Return on Investment analysis is provided in Appendix D.

Feedback from CJLEADS users offers insight into other areas of costs savings with CJLEADS:

- CJLEADS information helps reduce paperwork and work-hours to process and serve Failure to Appears for individuals who did not appear in court because they are in custody somewhere else in the state.

  Highpoint Police Department, Police Information Technician – "CJLEADS has been beneficial in finding that Failure to Appear papers are being issued on subjects that are already in custody somewhere in the state. I have been able to return the Order for Arrest back to the clerk."

- CJLEADS information allows officers to find court dates for offenders and serve warrants or apprehend the offender at court.

  The NC Department of Insurance (DOI) used information in CJLEADS to discover that a wanted fugitive had an upcoming court date in New Hanover County. By apprehending the fugitive when he appeared in court, NC DOI avoided several hours of surveillance by its investigators.

- CJLEADS information allows officers to identify individuals in the field, avoiding the need to take the individual to jail.

  Raleigh Police Department Police Officer – "I can say for certain that plenty of average citizens have been saved a trip to jail thanks to the CJLEADS DMV information since I am finally able to view driver's license pictures of everyday people when I pull them over and they have forgotten their license. Just a few months ago it seemed like the only people who were saved a trip to jail were the people who had already been arrested since they were the only people with photo identification that I could access in CHIEFS."

- CJLEADS information enables inter-agency collaboration by providing statewide information.

  Charlotte Mecklenburg Police Department Police Officer – "The other night I was out with several subjects on motorcycles hanging out on a back street. I ran the names through NCIC but also ran the names through CJLEADS and one of the names had a Felony warrant out of Gaston County for B/E but the warrant was not entered into NCIC. CJLEADS caught it and we called Gaston county and sure enough the warrant was active and in hand."

- CJLEADS information enables better informed decisions by providing statewide information.

  Charlotte Mecklenburg Police Department Police Officer – "I made a traffic stop and both subjects in the vehicle provided me with NC license and ID. Both subjects had addresses in Morganton NC. Only one of the subjects had been arrested in Mecklenburg

County but it was for something minor. Because of CJLEADS I was able to pull up their criminal histories in the counties where they had been arrested. Both subjects had numerous arrests for drugs, and one of the subjects had violent gun charges. With that information I decided to pat down the subjects and vehicle for weapons. During the pat down for weapons of the vehicle, a hairspray bottle was located that contained over 57 grams of crack cocaine. Without CJLEADS I would have never known the criminal history of these two subjects."

High Point Police Department Administrative Assistant to the Court - A repeat violent offender who had been called in by our Violent Crimes Task Force and warned to stop his violent crimes, was arrested for robbery while on probation. I quickly accessed the CJLEADS summary and the ADA commented how clear and concise the information was presented. The ADA added that she rarely has time during 1st Appearance Court to sort through the paperwork to find all the relevant information. She found the sex offender registry section very helpful and mentioned the actual sentence results with end dates, along with community corrections dates, particularly helpful. Our offender was given a million dollar bond largely because the information was so clearly presented to the judge.

Funding

Session Law 2011 – 145, HB 200 provides $6.6 million in funding for FY 2010-2011. $1.073 million in unexpended data integration funds will help fund operations, deployment and continued development. The following chart provides a summary of funding allocation to support the production implementation of the CJLEADS Wake County Pilot application.

FY 2011 - 2012

	Appropriated/ Available	Committed/ Expended
CJLEADS Funds		
FY 2010-2011 Appropriation	$6,632,737	
Unexpended CJLEADS/Data Integration Funds	$1,073,000	
SAS Contractual Hosting/Development Services		$3,378,000
SAS Judicial Branch License		$2,000,000
State Operations Expenditures		$2,327,737
CJLEADS Total	**$7,705,737**	**$7,705,737**

B. Mobile Access

As the CJLEADS project team has met with criminal justice professionals throughout the state, one challenge to the deployment of CJLEADS is limited access to the internet when criminal justice professionals are in the field. Nearly all office facilities have adequate communication bandwidth and internet capabilities to gain access to CJLEADS.

In some organizations, however, access to the application via laptops and air cards in the field is limited. The State Highway Patrol, smaller police organizations, rural areas, and probation and parole officers have indicated limited access to the internet using mobile computer equipment. Access to CJLEADS information and photographic images in the field is critical for the most effective use of the system and improved safety of law enforcement and the public. Internet access is limited through the CJIN Mobile Data Network, and its bandwidth will not support transmission of photographic images.

Funding constraints have limited the ability to provide air cards for the State Highway Patrol (SHP) troopers throughout the State. While the Patrol's motor carrier officers do have access to air cards and therefore can receive the full benefit from the application, the remaining officers do not. As an enterprise, statewide system, it is critical that the SHP be able to provide mobile CJLEADS access to troopers in the field to protect them and the public during traffic incidents and investigations on North Carolina's roadways.

Consideration must be given to improving mobile computing for criminal justice professionals throughout the state. Procurement of mobile computer equipment, air cards, and improvements to the CJIN Mobile Data Network may be necessary not only for access to CJLEADS, but also for access to other new web-based systems including NCAWARE.

The OSC will work closely with the SHP as well as other organizations to seek funding to provide air card service as well as investigating the most cost effective service options available to law enforcement in North Carolina.

C. Infrastructure

With the budget reductions noted earlier in this report, there are several concerns related to IT costs and services to support CJLEADS.

First, the DMV real-time interface results in mainframe computer charges for the machine-to-machine communications between CJLEADS servers and the DMV driver license and vehicle registration systems. Given the current cost structure for mainframe CPU charges, estimated charges for this service are $1.5 million to $2 million annually. The OSC hopes to work with DOT and ITS to optimize this interface, adjust the billing structure for machine-to-machine communication, and/or evaluate alternative methods for providing driver license and vehicle registration information to CJLEADS.

Session Law 2011 – 145, HB 200 mandated that no agency shall charge CJLEADS for its services to provide data or support for data interfaces and continued cost avoidance for these services is critical to provide support for the courts and law enforcement throughout the state.

Second, as the project team evaluates options for incorporating federal information into CJLEADS, the application will be required to implement more stringent security

protocols, including two-factor authentication. Two-factor authentication involves the user have "something he knows" and "something he has" in order to access the system. For example, the user knows his user id and then also provides an access code from a physical or virtual token which only he has. Using these two factors, the application provides a higher level of access security than simply using a user id which may be compromised. Initial cost estimates for two-factor authentication through the state's enterprise services were extraordinarily high and the team will be considering other more cost effective measures.

Finally, CJLEADS is leveraging the state's standard identity management system, NCID. A number of agencies, including federal organizations and some local agencies with sworn law enforcement, do not readily meet the NCID User Type categories. The CJLEADS team has initiated a request with ITS to evaluate these groups and determine how their organizations can be established in NCID. An immediate resolution for these sworn law enforcement organizations is required from ITS. As noted previously, **Session Law 2011 – 145, HB 200** mandated that no agency shall charge CJLEADS for its services and cost avoidance for user authentication and security services for CJLEADS is critical to provide support for the courts and law enforcement throughout the state.

D. JWISE

The integration of JWISE data remains a priority for CJLEADS. JWISE data would provide an indicator for authorized criminal justice professionals, as defined by AOC and DJJDP, that juvenile court records are available for an individual. While significant work toward defining the business requirements for the inclusion of JWISE has been completed with AOC and DJJDP, the progress on JWISE data has come to a standstill as resource constraints at the AOC prevent finalizing the business requirements and developing the data extract to provide data to CJLEADS.

E. NCAWARE

CJLEADS currently contains un-served processes (warrants, orders for arrest, citations, etc.) that are processed through NCAWARE and the ACIS system at AOC before being extracted and sent to CJLEADS. As a result, un-served process data in CJLEADS is typically 24 – 36 hours old. CJLEADS training instructs our users to verify any un-served process data with the Clerk of Superior Court's office or with the NCAWARE system.

When NCAWARE is fully implemented, we hope to develop a more real-time interface with the NCAWARE systems to allow CJLEADS to display the most up-to-date un-served process information. It will be critical for NCAWARE deployment to be completed and AOC work closely with the CJLEADS project team to develop this interface to ensure that law enforcement has access to the most current information through CJLEADS.

F. No Cost for Law Enforcement

The OSC strongly believes that there should be no usage fees for law enforcement or the court's personnel to utilize the CJLEADS application.

CJLEADS provides critical access to statewide data through a single, secure system. To ensure wide-spread adoption and usage of CJLEADS, OSC recommends that the General Assembly continue to fully fund and support the CJLEADS program and avoid user fees to sworn law enforcement and court personnel with operational presence in North Carolina.

In addition, OSC strongly recommends that the General Assembly continue its recent mandate that no agency shall charge CJLEADS for its services and therefore there be no cost for the administration of NCID user accounts for non-state law enforcement organizations.

VIII. Next Steps

The following activities will be undertaken during the third quarter of 2011:

1. Statewide Deployment
   a. Begin Phase II training
   b. Complete Phase III Kickoff Meetings
   c. Continue deployment to statewide agencies including NC Courts, SBI and SHP

2. Release III – July, 2011

   a. Complete Release III development items and test in preparation for deployment
   b. Update all user documentation and refresher training materials

3. Release IV/Release V – FY 2011-2012

   a. Review priorities and set deliverables for next releases of the application
   b. Determine work effort and release schedule

4. Continue vendor hosting and support

5. Review and update recommendation for long-term hosting and management of CJLEADS

6. The Interagency Leadership Council will provide guidance and support for the CJLEADS application deployment. The council will address future governance structure and procedures to support the migration and operations and maintenance of CJLEADS in a production environment.

7. The State project team will document areas for continuous improvement and future enhancements for the CJLEADS application.

Appendix A: Criminal Justice Pilot Program Committee Membership

BEACON Program Data Integration Steering Committee

Agency	Representatives
Office of the State Controller	David McCoy, State Controller – Committee Chair
Office of Information Technology Services	Jerry Fralick, State CIO
Department of Correction	Alvin Keller, Secretary of Correction
Department of Administration	Moses Carey, Secretary of Administration
Department of Transportation	Mark Foster, Chief Financial Officer
Department of the State Treasurer	Janet Cowell, State Treasurer
North Carolina Department of Justice	Greg McLeod, Director, State Bureau of Investigation
Office of State Budget and Management	Andy Willis, State Budget Director
Administrative Office of the Courts	Judge John Smith, Director, Administrative Office of the Courts

Advisory Committee

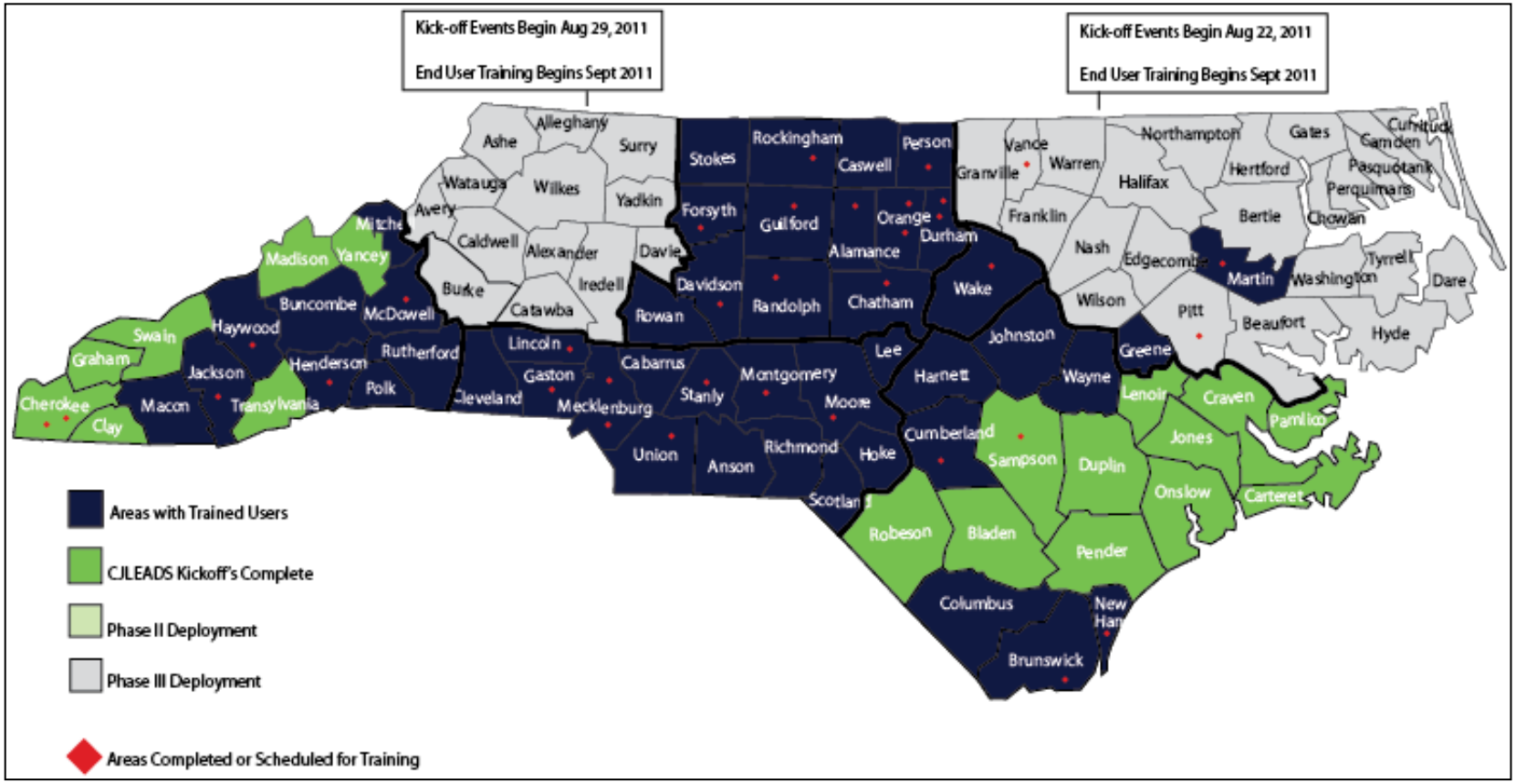
Representatives
Colon Willoughby, Wake County District Attorney - Committee Chair
Maggie Brewer, 10th Judicial District Manager, Division of Community Corrections
Howard Cummings, Wake County Assistant District Attorney
Lorrin Freeman, Clerk of Superior Court, Wake County
Barker French, appointee representing President of Duke University
Sheriff Donnie Harrison, Wake County Sheriff's Office
Diane Isaacs, Acting 10th Judicial District Manager, Division of Community Corrections
Tim Montgomery, Chief Juvenile Court Counselor, 10th Judicial District
Judge Robert Rader, Chief District Court Judge, 10th Judicial District
Judge Donald Stephens, Senior Resident Superior Court Judge, 10th Judicial District
Magistrate Judge Gary Wills, Chief Magistrate Judge, 10th Judicial District
Chris Creech, Information Technology Manager for the Wake County, Sheriff's Office
Professor Joe Kennedy, University of North Carolina

Collaborative Agencies

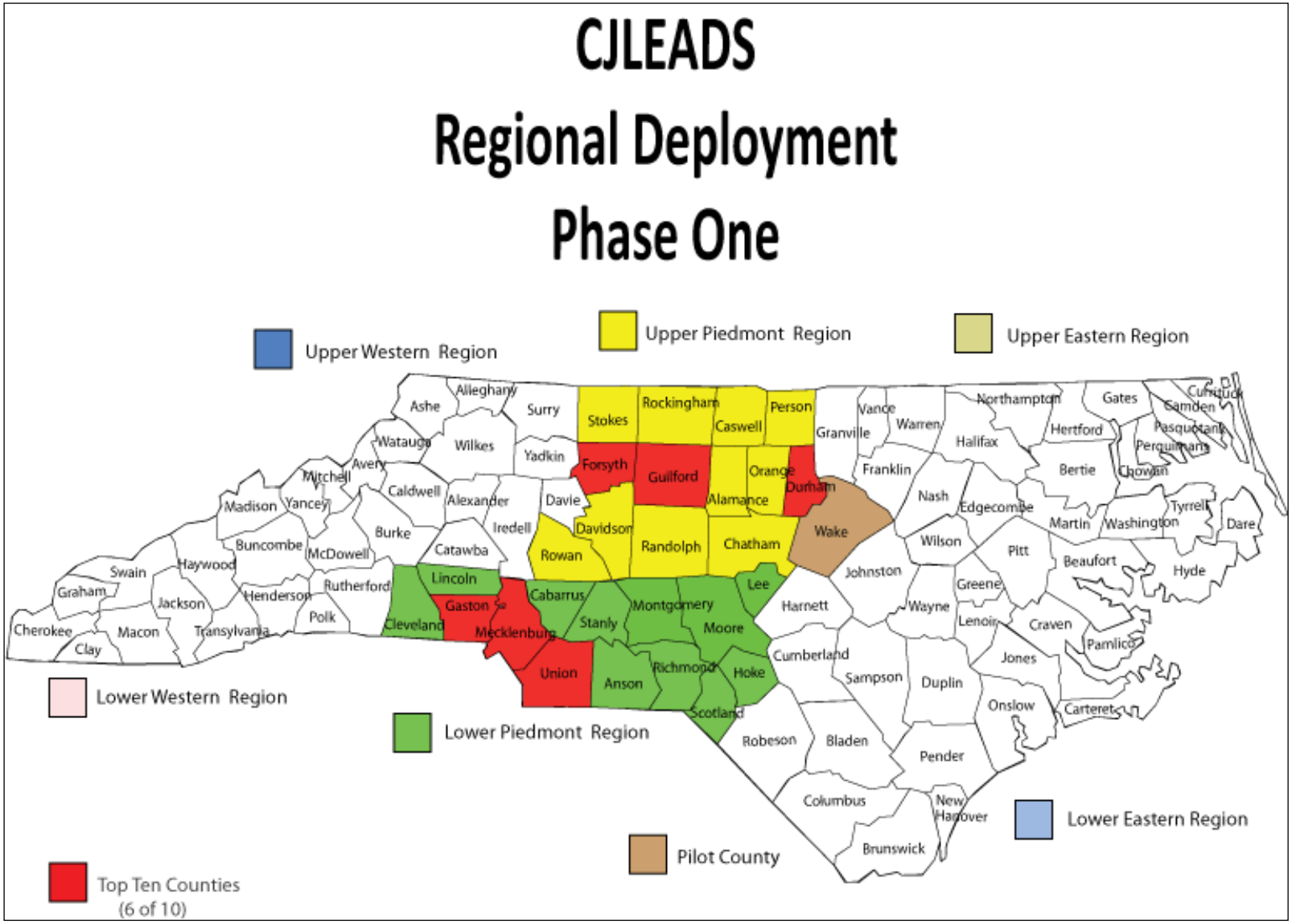
Representation
Department of Justice
Administrative Office of the Courts
Department of Juvenile Justice and Delinquency Prevention
Department of Correction
Department of Crime Control and Public Safety
Department of Transportation
Local Law Enforcement Agencies

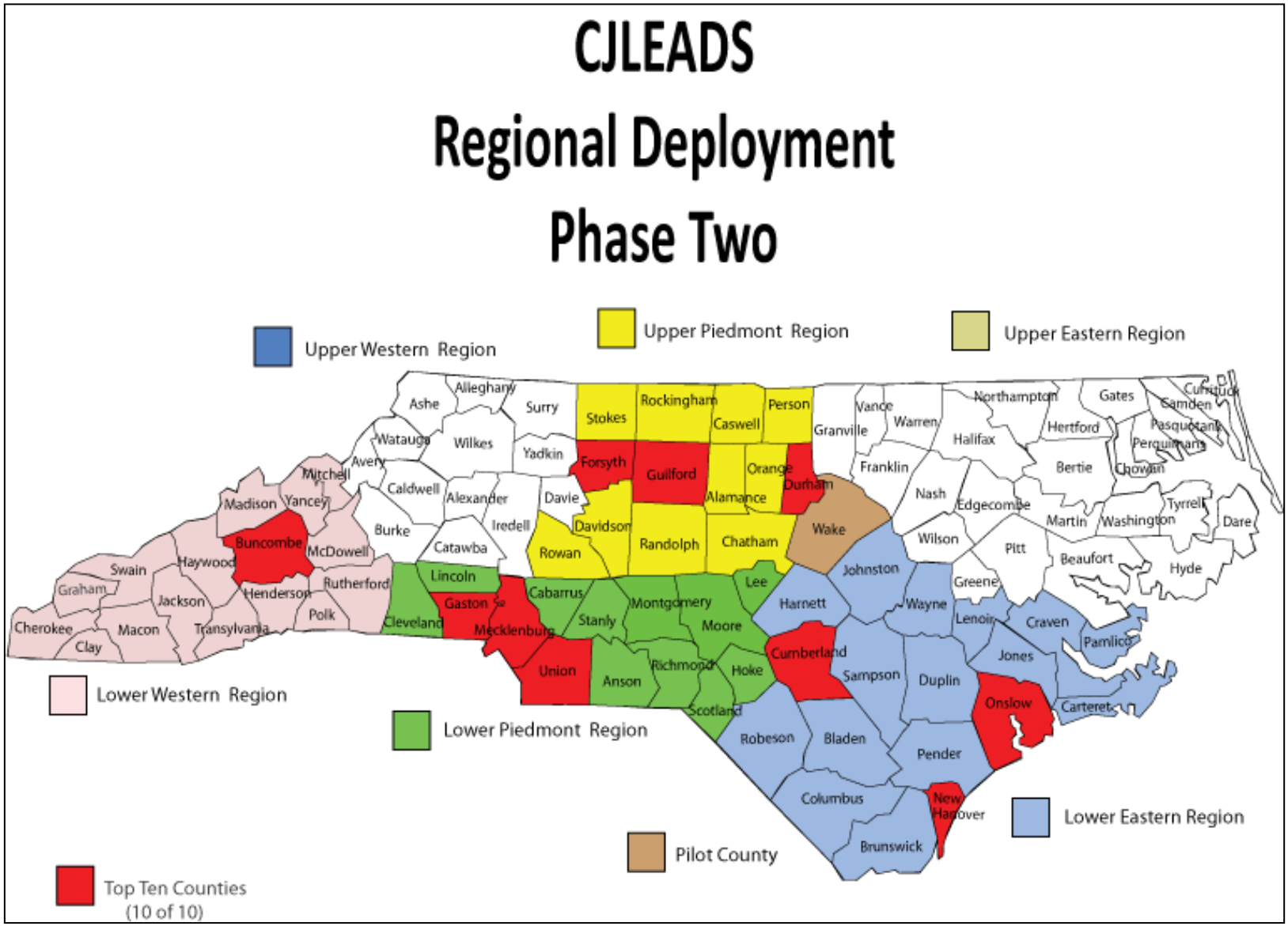
Appendix B: Statewide Deployment Map

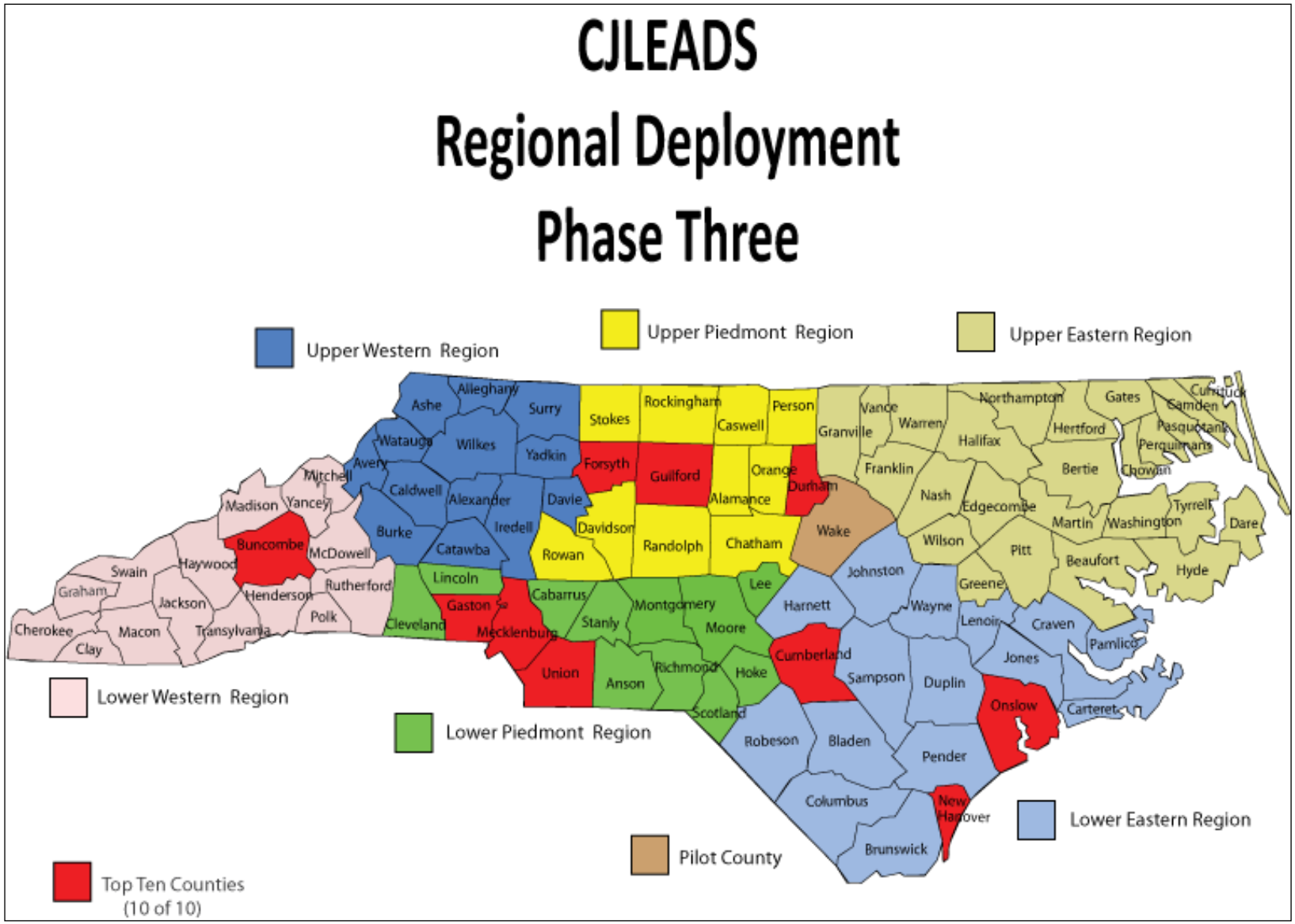
Training Status Map



CJLEADS
Regional Deployment
Phase One




CJLEADS
Regional Deployment
Phase Two
Upper Western Region
Upper Piedmont Region
Upper Eastern Region
Lower Western Region
Lower Piedmont Region
Lower Eastern Region
Pilot County
Top Ten Counties
(10 of 10)
Cherokee
Clay
Graham
Macon
Swain
Jackson
Transylvania
Haywood
Henderson
Polk
Rutherford
Buncombe
McDowell
Mitchell
Yancey
Avery
Madison
Watauga
Ashe
Alleghany
Wilkes
Caldwell
Burke
Alexander
Catawba
Iredell
Surry
Yadkin
Davie
Stokes
Forsyth
Rockingham
Guilford
Caswell
Person
Orange
Alamance
Durham
Davidson
Rowan
Randolph
Chatham
Wake
Granville
Vance
Warren
Franklin
Halifax
Northampton
Gates
Hertford
Nash
Edgecombe
Wilson
Pitt
Martin
Bertie
Chowan
Perquimans
Pasquotank
Camden
Currituck
Tyrrell
Washington
Dare
Beaufort
Hyde
Greene
Lenoir
Craven
Pamlico
Jones
Johnston
Wayne
Harnett
Lee
Cleveland
Lincoln
Gaston
Cabarrus
Mecklenburg
Stanly
Montgomery
Moore
Union
Anson
Richmond
Scotland
Hoke
Cumberland
Sampson
Duplin
Onslow
Carteret
Robeson
Bladen
Pender
Columbus
Brunswick
New Hanover


CJLEADS
Regional Deployment
Phase Three
Upper Western Region
Upper Piedmont Region
Upper Eastern Region
Lower Western Region
Lower Piedmont Region
Lower Eastern Region
Pilot County
Top Ten Counties
(10 of 10)
Alleghany
Ashe
Surry
Stokes
Rockingham
Caswell
Person
Vance
Granville
Warren
Northampton
Gates
Currituck
Camden
Pasquotank
Perquimans
Hertford
Halifax
Chowan
Bertie
Wilkes
Watauga
Avery
Yadkin
Forsyth
Guilford
Orange
Durham
Franklin
Nash
Edgecombe
Martin
Washington
Tyrrell
Dare
Mitchell
Yancey
Madison
Caldwell
Alexander
Davie
Iredell
Burke
Catawba
Davidson
Rowan
Randolph
Chatham
Alamance
Wake
Wilson
Pitt
Beaufort
Hyde
Greene
Buncombe
McDowell
Rutherford
Polk
Henderson
Haywood
Swain
Graham
Jackson
Cherokee
Clay
Macon
Transylvania
Lincoln
Gaston
Cleveland
Mecklenburg
Cabarrus
Stanly
Montgomery
Moore
Lee
Harnett
Johnston
Wayne
Lenoir
Craven
Pamlico
Jones
Carteret
Onslow
Duplin
Sampson
Cumberland
Hoke
Scotland
Richmond
Anson
Union
Robeson
Bladen
Pender
Columbus
Brunswick
New Hanover

Appendix C: CJLEADS User Feedback

Durham County Sheriff's Office – B.W. Kirby

The program has enabled me to locate an individual. With the program, I found out a subject I was looking for was on probation and was able to get the Probation Officer's name and number. She called the subject into her office and we were able to make the arrest. Without the program I would have never known he was on probation and probably would still be looking for him.

Lincoln County Sheriff's Office – J. Cody

I have been using CJLEADS in the car. The DMV function is great. I pulled over a car the other day and ran a tag. It popped up that the registered owner had been recently released from prison for second degree murder and that he had previous drug charges. Needless to say I approached the vehicle with a little more caution. CJLEADS provides us with more information on offenders instantly. I have also placed several people that we have active warrants on my watch list and have been able to locate them, know who was arrested by another agency and was able to get those warrants served. This is a great tool to have.

The time out feature should be longer, It would help if there was a zoom feature as well some of the fonts are a little small. It would also be great if the DMV function was compatible with eCitation.

Department of Homeland Security – D. Roman

Shortly after taking the CJLEADS course on 5/31/11, we were looking for a gang member's address in the Asheville, NC, area. I researched several databases (CLEAR, etc.) to no avail. I then researched CJLEADS and found an address he had provided to the court system on a previous date which ended up being the address we were seeking.

It is a good feature being able to acquire the pictures when you research the traffic/driver's license section. However, at the present we cannot "copy and paste" the picture from the CJLEADS database. What we do now is scan the document into our computer in "My Documents" then "My Pictures" and save as a JPEG. If, in the future, the system can be "tweaked" to allow us to copy and paste it would help. Thanks

Gastonia Police Department

M. Lari

Officers had a "victim" detained because they thought he might be using a false name and might have outstanding warrants. We thought he was using his brother's name. Using CJLEADS, I was able to pull up his information and his brother's as well as his picture. His appearance had changed somewhat but he was unable to provide the exact addresses that he would have known if he really had been his brother. CJLEADS provided the previous addresses. We arrested him and he eventually admitted his real identity.

I love CJLEADS and use it every day. The only suggestion I have is to make the automatic logout wait longer before logging me out. It is somewhat of a pain to have to log back in if I have to leave my patrol car for a while.

K. C. McCabe
I was assisting our Street Crimes Unit with an investigative stop. The subject was using his middle name as his first. When I ran the search it came up with a picture of the subject we had stopped who had an outstanding order for arrest. Awesome tool in the field!

A. Pinney
I don't have any specific "success" stories but I think that CJLEADS is the best tool that we have received in a long time. It is essentially a one-stop for many of my investigative needs. It would be great if CJLEADS could be a "real time" program. I know that this is easier said than done but this is really the only thing that I can think of to make this program even better. Thanks!

Mint Hill Police Department – T.A. Lezette
Since we have implemented this system, I have personally been able to locate suspects and addresses for several cases. I have used the system to find warrants that are active on subjects, as well as certain aliases used in the past and court dispositions on certain crimes and trends related to cases to which I have been assigned. I also have used it on a daily basis as a tool with Background Investigations on new employment and it has showed to be very effective. I am pleased with the information that CJLEADS has given me and look forward to future use with all cases and information I am able to obtain for use in cases. Thanks for all you do with this system it is a wonderful tool.

Charlotte Mecklenburg Police Department

W.T. Brandon
This is the best program the State has developed in years. This gives police a tool to use and obtain information that usually would require hours to get. It's great to be connected to other agencies and departments throughout the state. Please add: Pawn Tickets, Offender in the SBI-DNA database, Thank You.

P.B. Horner IV
Effective alerts have led to arrests along with successful identification of subjects through the DMV function. The DMV function has been extremely useful both when NCIC is down and when a subject is not in possession of their ID to be used for positive identification.

I would suggest better updates from DMV. I have encountered several Driver License records in the DMV section that do not have pictures attached. It would be helpful if that database was up-to-date.

R. S. Nance
This is an excellent program. Some of our repeat offenders have not had warrants in Mecklenburg Co. but were wanted somewhere in the state for various crimes. This is a great crime reduction tool

J. Powell
I use CJLEADS along with NCIC/DCI to run North Caroling license plates. I like the fact that you can see the registered owner's picture and license information by clicking on the view button. I would like to see the idle time extended from 30 min. to 1 hour. This will help when law enforcement officers are on a call for service and do not have to keep logging back into CJLEADS to get information.

Lilesville Police Department – B. Gallimore

CJLEADS is a life saver!! We are a very small department with an even smaller budget. I had been checking around for a way to get all this information in the car and the cheapest price I found was $19,000.00 just for the package. Then I heard about CJLEADS - the answer to my problems. I am now in the process of receiving grant money to purchase two laptops and put them in the car with air cards. Having CJLEADS on those laptops will reduce radio traffic and help me and my officer's receive information sooner and a whole lot more detailed. It would not surprise me if this program saves the life of an officer someday if not already!! Thank you for all your hard work!!!

Pineville Police Department – D.B. Lindsey

Very helpful even on simple calls, helps to ID people and provides more information than MDIS system.

It would be great to eventually link all states for information.

Stokes County Sheriff's Office – E. Cone

I am currently using the alert section to watch a Domestic Violence (DV) offender in custody so that if he is released I can contact a DV victim that is staying with someone in our county. I also use it for weapon related background checks. The format is much easier to read due to consolidation of AOC charges.

The sex offender officer is also looking at adding each sex offender to his watch list.

Just keep working with the FBI to add NCIC hits. We can still do confirmations through NCIC/DCI. Keep working with other states to try to add the ability to search other states information.

UNC Greensboro Police Department – J. McCormack

As a telecommunicator, CJLEADS has considerably cut my time in providing information to my officers which contributes greatly to officer safety especially on vehicle stops. It offers "one stop shopping" as you may say.

Decreasing the time out period would be a great help.

Fuquay Varina Police Department – T. Smith

CJLEADS has helped me with countless cases and in identifying individuals. The system is brilliant and I truly would be lost if I did not have it.

Because I use it a lot on my MDT in my patrol vehicle the night view mode was definitely a plus and works well.

Immigration and Customs Enforcement – R. Judge

CJLEADS has identified numerous aliens with criminal records that would have otherwise gone unnoticed. Since my arrival to North Carolina in 2006, I was amazed at how many criminal aliens were not fingerprinted. Because they were not fingerprinted for these so-called low level crimes (DWI, Assault on Female, No License), it was difficult to find their criminal history because most did not have an FBI numbers (and thus did not show up in NCIC). In the last month, I have found 5 criminal aliens that never should have been given immigration relief because of their misdemeanor convictions. They often lie about their arrests and convictions in their immigration paperwork and it used to be hard to check because we had no criminal record. Thanks to CJLEADS, we are now arresting criminal aliens who pose a threat to our community, especially the criminal aliens who have lied about it and gotten away with it in the past.

Keep up the good work. I would eventually like to see some sort of data match that crosses with the other states. This would allow law enforcement officers the ability to use a comprehensive system that includes all of the states.

City of Belmont Police Department – B. M. Pickert

Three hours after the class I was able to tell other officers who a hit and run driver was because she was one of the registered owners. One of our officers arrested her a week prior for DWI and her license was suspended which is why she ran. They were able to match the driver description to her picture, called her mother and she talked her into turning herself in. Case was closed that evening.

UNC Greensboro Police Dept –L. F. Armburger

I find that it is a great tool. I use it for both DMV lookup and criminal look up. It helps with my preliminary patrol investigations. Background information and alerts are helpful.

Cherryville Police Department – J. B. Parker

It has helped a lot being on the road and coming across someone who doesn't have a photo I.D. and gives you a name and D.O.B. That way I can pull them up with it and look at a picture to confirm they are who they say they are.

UNC Department of Public Safety – M. D. Howard

CJLEADS has been a great asset in identifying individuals and any involvements they have had in North Carolina's Judicial and Community Corrections Systems. When you have a diverse population of individuals from all over North Carolina, the United States and the world it can be difficult in determining who someone is especially when dealing you are dealing with fake ID's and international driver's licenses.

I recently utilized CJLEADS in a case I was dealing with involving Unauthorized Use of a Motor Vehicle. A relative of the victim wanted to report that another family member had taken the victim's vehicle from the hospital parking deck without the victim's permission. The victim was cancer patient being treated at UNC Hospital and was heavily sedated at the time, so he could not report the crime himself. Additional legal documentation by the family was going to be required in order to file the report on behalf of the victim.

By utilizing CJLEADS, I was able to access a picture of the individual in question as well as

identifying information and their criminal history. The individual was currently under supervision by Probation and Parole and had two active warrants. With the assistance of a neighboring jurisdiction, I was able to get the individual in question picked up on the outstanding warrants and return the victim's vehicle without any further duress on the victim's family.

Town of Biscoe

Town of Biscoe Police Department attended CJLEADS training and began using the application. The Police Department did not have air cards and were unable to use CJLEADS in their patrol cars. Based on the effectiveness of CJLEADS and recognizing the need for mobile access, Police Chief D.C. Maness worked with Town Manager, Brooks Lockhart and Town Commissioner, Jerry Smith to have a budget approved to purchase air cards for the police officers. Air cards will be purchased on July 1, 2011 and law enforcement in Biscoe will have CJLEADS access in their vehicles.

Appendix D: Return on Investment Analysis

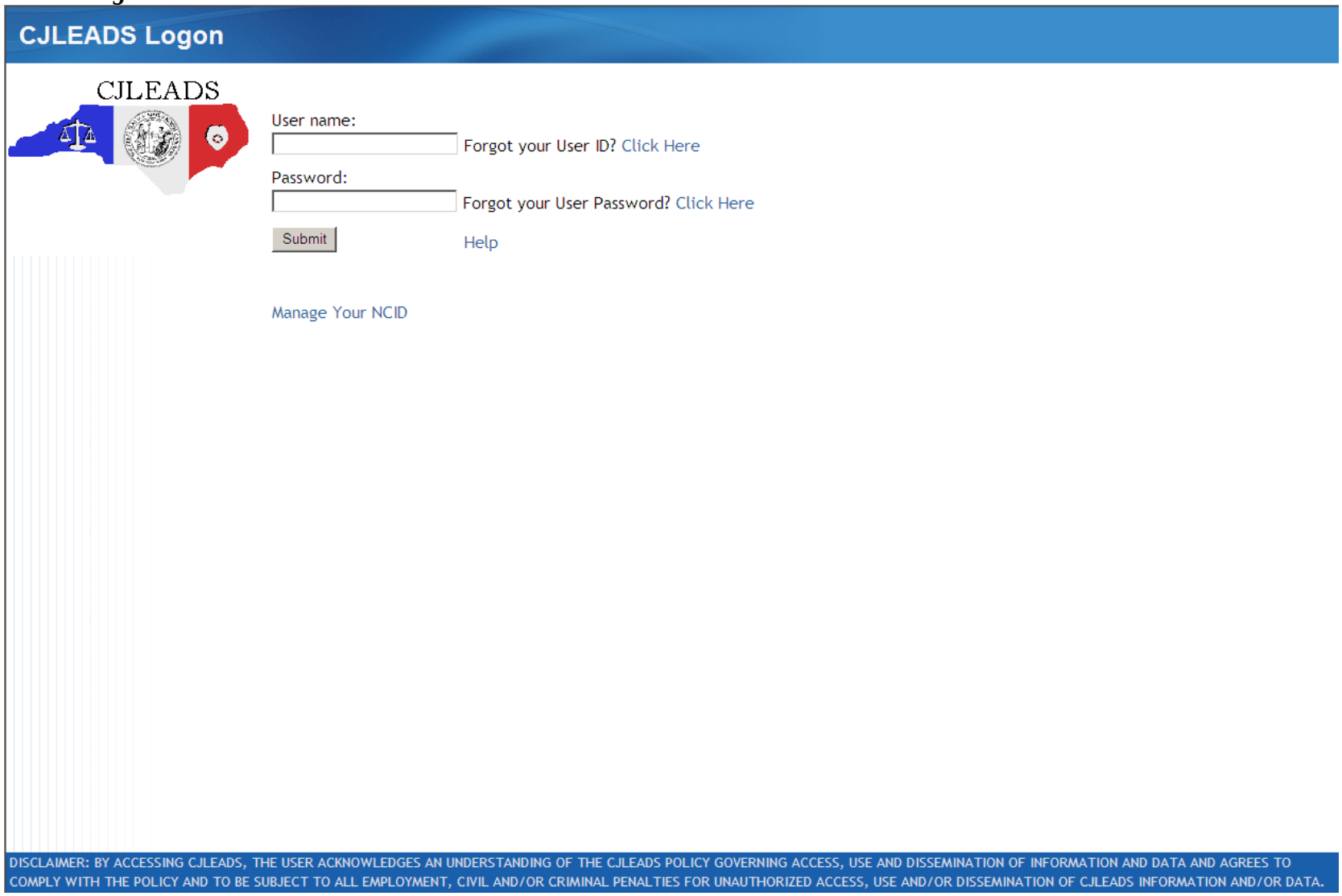
ROI Source												FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual			Estimated														
	Total Active Users (as of June 2011)	Actual Number of Records Accessed (FY 10-11)	Average Records Accessed per Week *(Offender + DMV Jan- June 2011)*	Average Annual Records Accessed per User *(weekly avg * 50 wks)*	Estimated Total Users *(Full Deployment)*	Estimated High Usage Users *(30% of Active Users)*	Annual Records Accessed *(High Usage Users * Average Annual Records Accessed)*	Research Time Saved per Record Accessed (minutes)	Hours Saved (FY 10-11)	Annual Hours Saved (Projected Years)	Hourly Rate							
Improved Efficiency and Automation																		
Judicial Staff																		
Judicial	82	3,168	11	550	300	90	49,500	10	528	8,250	$30			$ 15,840	$ 247,500	$ 247,500	$ 247,500	$ 247,500
Clerks	361	8,958	7	350	500	150	52,500	10	1,493	8,750	$30			$ 44,790	$ 262,500	$ 262,500	$ 262,500	$ 262,500
Magistrates	212	20,160	25	1250	600	180	225,000	10	3,360	37,500	$30			$ 100,800	$ 1,125,000	$ 1,125,000	$ 1,125,000	$ 1,125,000
Prosecutors	458	22,914	11	550	800	240	132,000	10	3,819	22,000	$30			$ 114,570	$ 660,000	$ 660,000	$ 660,000	$ 660,000
Sub Total	**1,113**	**55,200**	**12**	**2,700**	**2,200**	**660**	**459,000**		**9,200**	**76,500**				**$ 276,000**	**$ 2,295,000**	**$ 2,295,000**	**$ 2,295,000**	**$ 2,295,000**
Law Enforcement Staff																		
Law Enforcement	5713	853,169	21	1050	20000	6000	6,300,000	5	71,097	525,000	$25			$ 1,777,435	$ 13,125,000	$ 13,125,000	$ 13,125,000	$ 13,125,000
Law Enforcement Support	294	14859	15	750	2000	600	450,000	5	1,238	37,500	$20			$ 24,765	$ 750,000	$ 750,000	$ 750,000	$ 750,000
Sub Total	**6,007**	**868,028**	**21**	**1,800**	**22,000**	**6,600**	**6,750,000**		**72,336**	**562,500**				**$ 1,802,200**	**$ 13,875,000**	**$ 13,875,000**	**$ 13,875,000**	**$ 13,875,000**
Corrections Staff																		
Probation	26	3827	24	1200	2000	600	720,000	5	319	60,000	$20			$ 6,378	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000
Prison Intake & Support	18	535	7	350	200	60	21,000	5	45	1,750	$20			$ 892	$ 35,000	$ 35,000	$ 35,000	$ 35,000
Sub Total	**44**	**4,362**	**17**	**1,550**	**2,200**	**660**	**741,000**		**364**	**61,750**				**$ 7,270**	**$ 1,235,000**	**$ 1,235,000**	**$ 1,235,000**	**$ 1,235,000**
Juvenile Justice Staff																		
Court Counselors	24	2720	7	350	100	30	10,500	5	227	875	$20			$ 4,533	$ 17,500	$ 17,500	$ 17,500	$ 17,500
Improved Efficiency & Automation Sub-total	**7,188**	**930,310**			**26,500**	**7,950**	**7,960,500**		**82,126**	**701,625**				**2,090,004**	**17,422,500**	**17,422,500**	**17,422,500**	**17,422,500**
Improved Safety - Cost Avoidance																		
							Number of Potential Lives Saved Annually			**Value of a Life**	**Total Value**							
Post Pilot - Save four lives with integration of offender information							4			$ 1,125,000	$ 4,500,000			$ 2,250,000	$ 4,500,000	$ 4,500,000	$ 4,500,000	$ 4,500,000
Total Improved Efficiency and Automation and Improved Safety														**$ 4,340,004**	**$ 21,922,500**	**$ 21,922,500**	**$ 21,922,500**	**$ 21,922,500**

Development Cost						
ANNUAL						
Actual Development Costs	$ 2,128,091	$ 7,643,027	$ 7,876,469			
Estimated Development Costs				$ 8,000,000	$ 8,000,000	$ 8,000,000	$ 8,000,000
Total Costs	**$ 2,128,091**	**$ 7,643,027**	**$ 7,876,469**	**$ 8,000,000**	**$ 8,000,000**	**$ 8,000,000**	**$ 8,000,000**
Estimated Implementation Savings			**$ 4,340,004**	**$ 21,922,500**	**$ 21,922,500**	**$ 21,922,500**	**$ 21,922,500**
CUMULATIVE							
Total Costs	**$ 2,128,091**	**$ 9,771,118**	**$ 17,647,587**	**$ 25,647,587**	**$ 33,647,587**	**$ 41,647,587**	**$ 49,647,587**
Estimated Implementation Savings			**$ 4,340,004**	**$ 26,262,504**	**$ 48,185,004**	**$ 70,107,504**	**$ 92,030,004**
Return			**$ (13,307,583.25)**	**$ 614,916.75**	**$ 14,537,416.75**	**$ 28,459,916.75**	**$ 42,382,416.75**

Improved Efficiency and Automation	Efficiency savings for law enforcement assumed 30% of the anticipated 22,000 LEO and LEO support personnel will be "high volume" users and will access an average of 21 offender or DMV records per week. Conservatively, if each inquiry saves a law enforcem
	Courts personnel have indicated that they are saving 33% of the resource time required to research information, approximately 10 minutes per investigation. Savings associated with actual courts usage in FY 2011-2012 are calculated to be $276,000. Assumi
Improved Safety	The cost of a human life is estimated at 1.125 million. Computation of Human Life value requires a detailed analysis of many factors.
	For simplicity if an individual is murdered at 35 and has 30 years of future income of which 75% is spent on his/her family then the value of the life would equal (30*(50,000*.75)) The value of a human life would equal 1,125,000

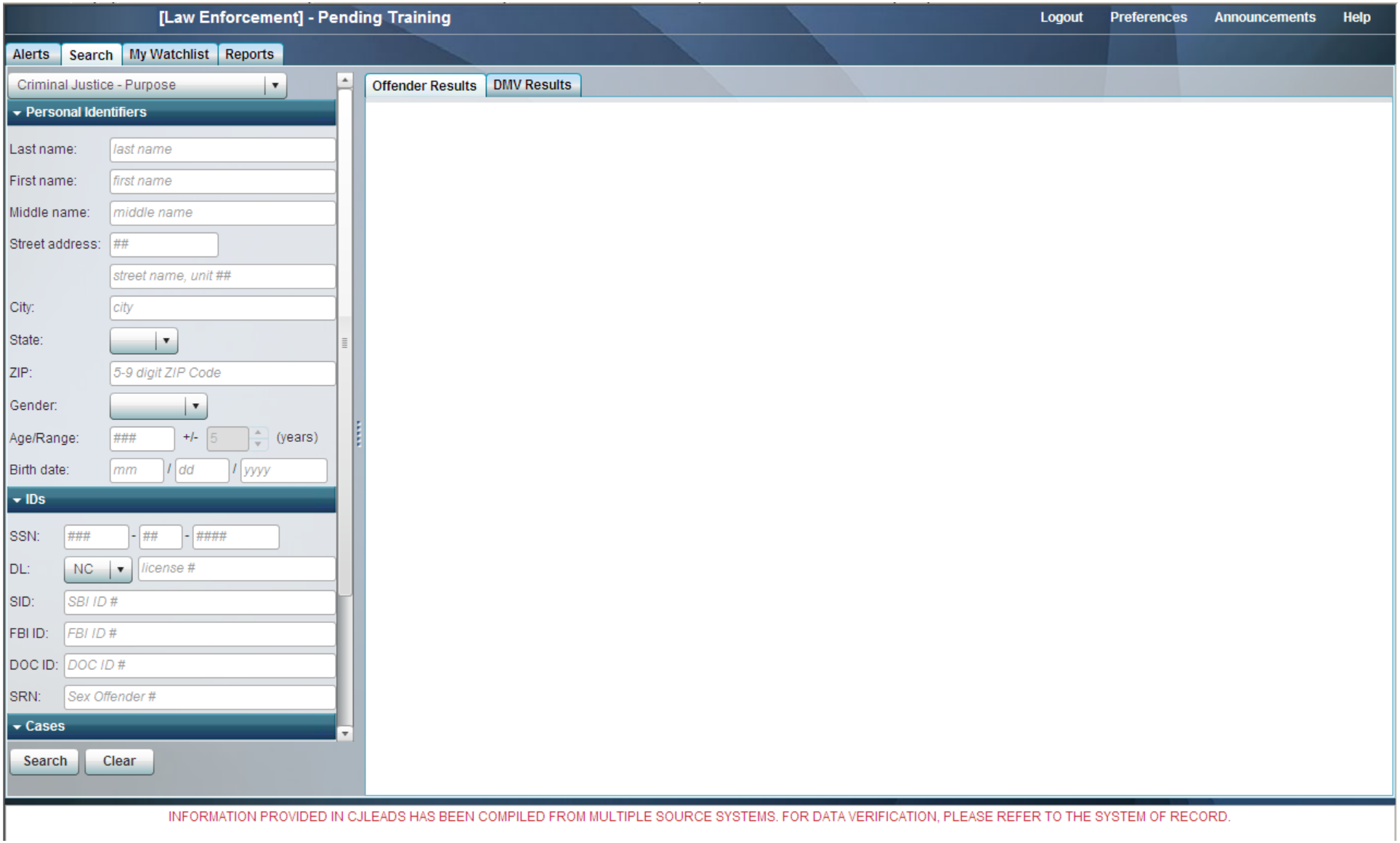
Appendix E: CJLEADS – Sample Screens

CJLEADS Login Screen



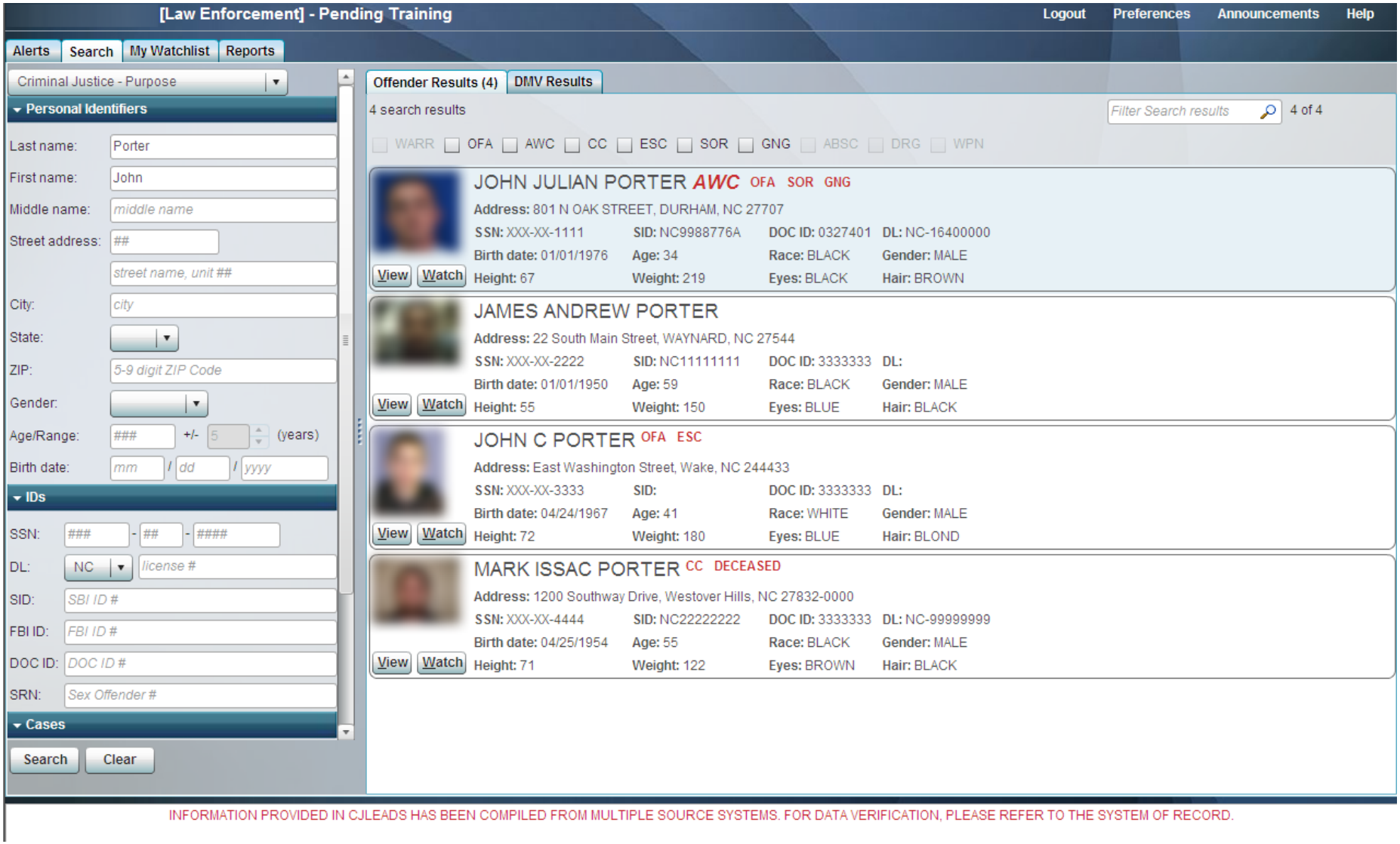
- *Available via the Web*
- *Secured for use by criminal justice professionals only*

CJLEADS Search Screen



- *Allows the user to enter search criteria*

CJLEADS Search Results Screen

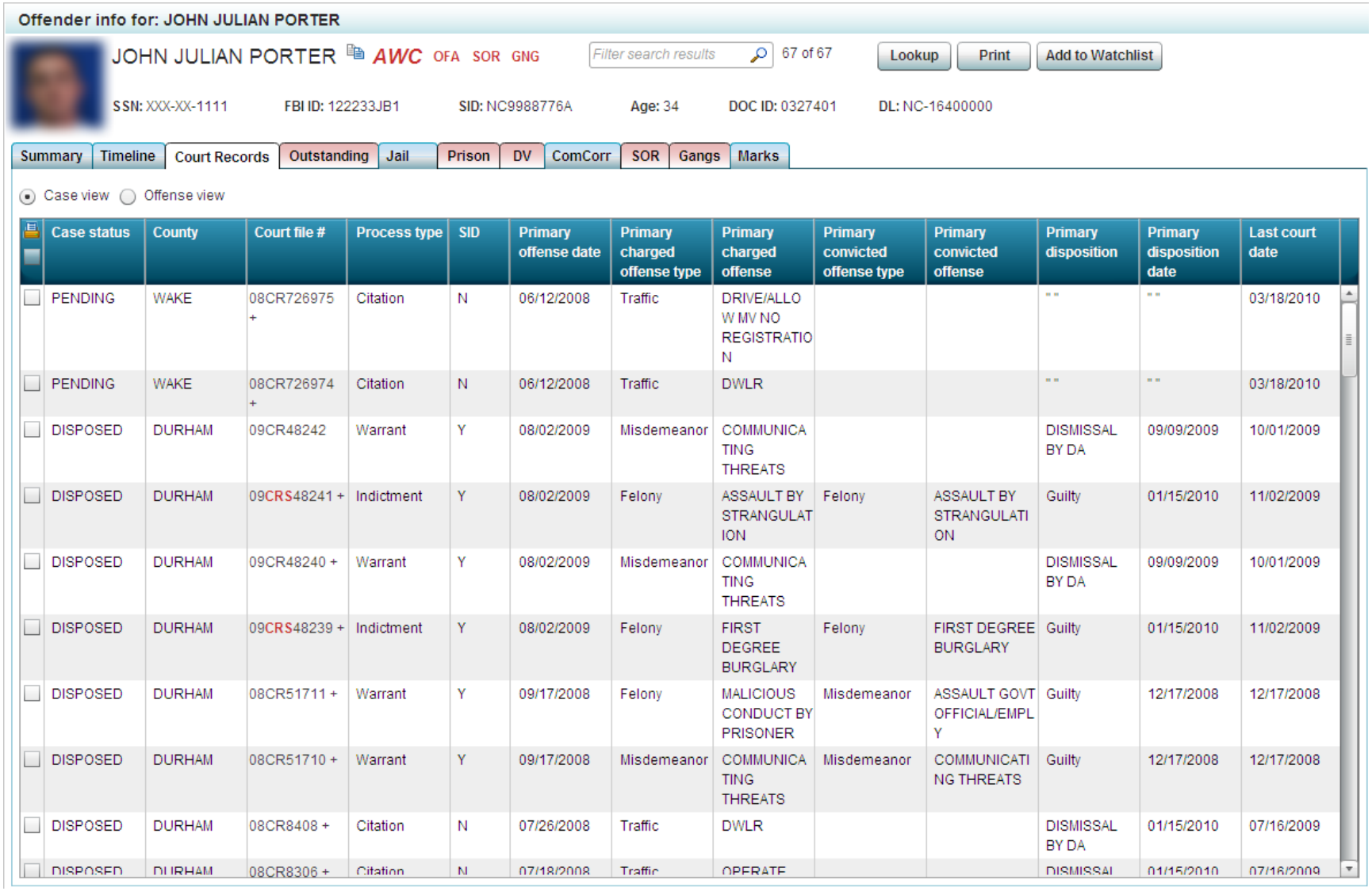


- *Provides a list of offenders meeting the search criteria*
- *The Criminal Justice Professional reviews the results and selects the person of interest*

CJLEADS Summary Screen

- *A summary of the individual is displayed*
- *Items highlighted in red alert the criminal justice professional to information that may be of importance*
- *The criminal justice professional may view detailed information by selecting a tab at the top of the screen or clicking on one of the boxes at the bottom of the screen*

CJLEADS Court Records Screen



Offender info for: JOHN JULIAN PORTER

JOHN JULIAN PORTER AWC OFA SOR GNG — Filter search results — 67 of 67 — Lookup | Print | Add to Watchlist

SSN: XXX-XX-1111 FBI ID: 122233JB1 SID: NC9988776A Age: 34 DOC ID: 0327401 DL: NC-16400000

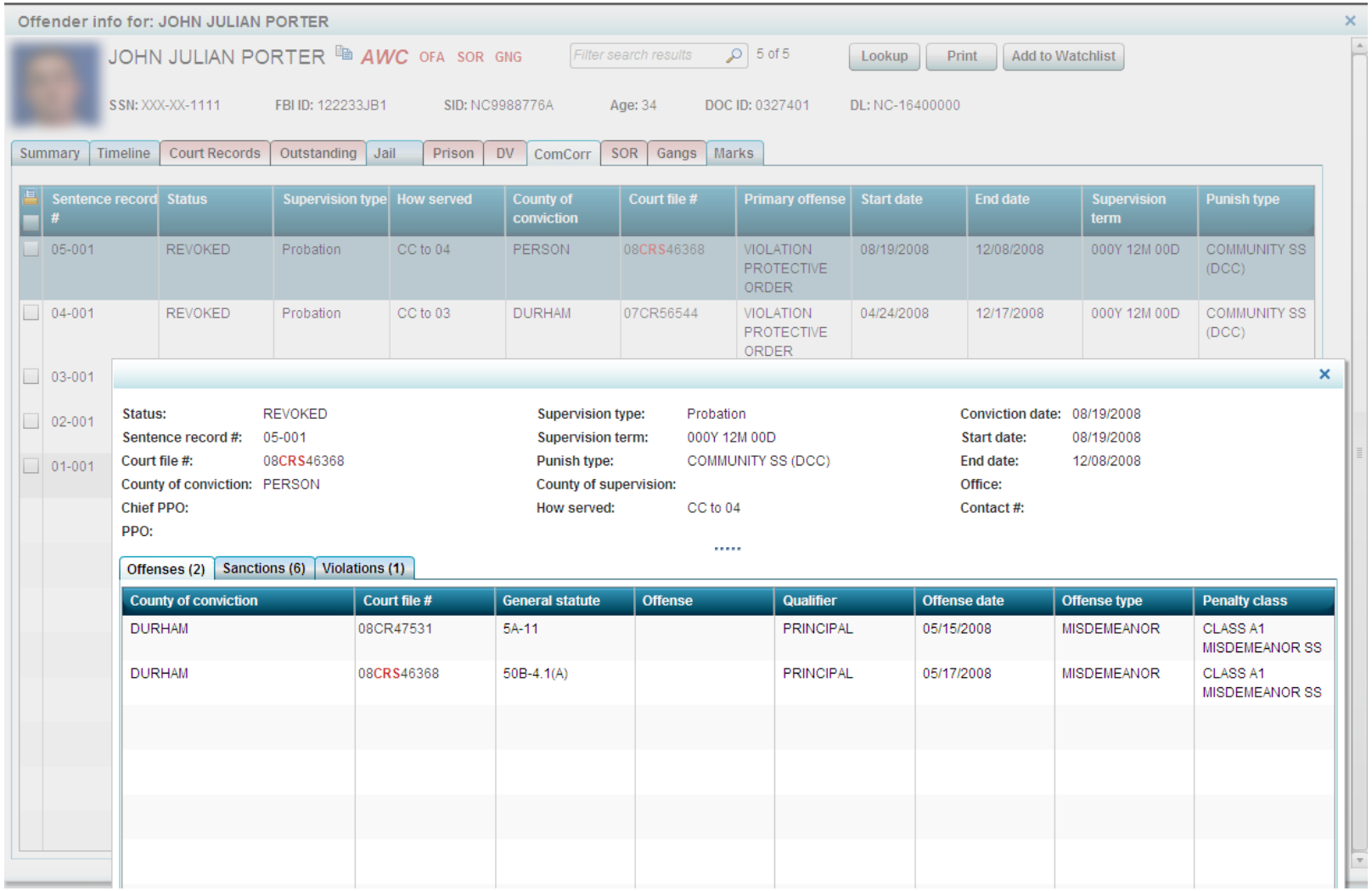
Summary | Timeline | Court Records | Outstanding | Jail | Prison | DV | ComCorr | SOR | Gangs | Marks

Case view / Offense view

Case status	County	Court file #	Process type	SID	Primary offense date	Primary charged offense type	Primary charged offense	Primary convicted offense type	Primary convicted offense	Primary disposition	Primary disposition date	Last court date
PENDING	WAKE	08CR726975 +	Citation	N	06/12/2008	Traffic	DRIVE/ALLOW MV NO REGISTRATION			" "	" "	03/18/2010
PENDING	WAKE	08CR726974 +	Citation	N	06/12/2008	Traffic	DWLR			" "	" "	03/18/2010
DISPOSED	DURHAM	09CR48242	Warrant	Y	08/02/2009	Misdemeanor	COMMUNICATING THREATS			DISMISSAL BY DA	09/09/2009	10/01/2009
DISPOSED	DURHAM	09CRS48241 +	Indictment	Y	08/02/2009	Felony	ASSAULT BY STRANGULATION	Felony	ASSAULT BY STRANGULATION	Guilty	01/15/2010	11/02/2009
DISPOSED	DURHAM	09CR48240 +	Warrant	Y	08/02/2009	Misdemeanor	COMMUNICATING THREATS			DISMISSAL BY DA	09/09/2009	10/01/2009
DISPOSED	DURHAM	09CRS48239 +	Indictment	Y	08/02/2009	Felony	FIRST DEGREE BURGLARY	Felony	FIRST DEGREE BURGLARY	Guilty	01/15/2010	11/02/2009
DISPOSED	DURHAM	08CR51711 +	Warrant	Y	09/17/2008	Felony	MALICIOUS CONDUCT BY PRISONER	Misdemeanor	ASSAULT GOVT OFFICIAL/EMPLY	Guilty	12/17/2008	12/17/2008
DISPOSED	DURHAM	08CR51710 +	Warrant	Y	09/17/2008	Misdemeanor	COMMUNICATING THREATS	Misdemeanor	COMMUNICATING THREATS	Guilty	12/17/2008	12/17/2008
DISPOSED	DURHAM	08CR8408 +	Citation	N	07/26/2008	Traffic	DWLR			DISMISSAL BY DA	01/15/2010	07/16/2009
DISPOSED	DURHAM	08CR8306 +	Citation	N	07/18/2008	Traffic	OPERATE			DISMISSAL	01/15/2010	07/16/2009

- *The history summary screen provides a list of cases and information for the individual*
- *The criminal justice professional can "drill into" detailed case information by double clicking on a specific case*

CJLEADS Community Corrections Summary and Detail Screen



- *The Community Corrections summary and detail screens provide probation, parole, and post sentence release information for the individual*
- *The criminal justice professional can "drill into" a sentencing period by double clicking on a specific case*

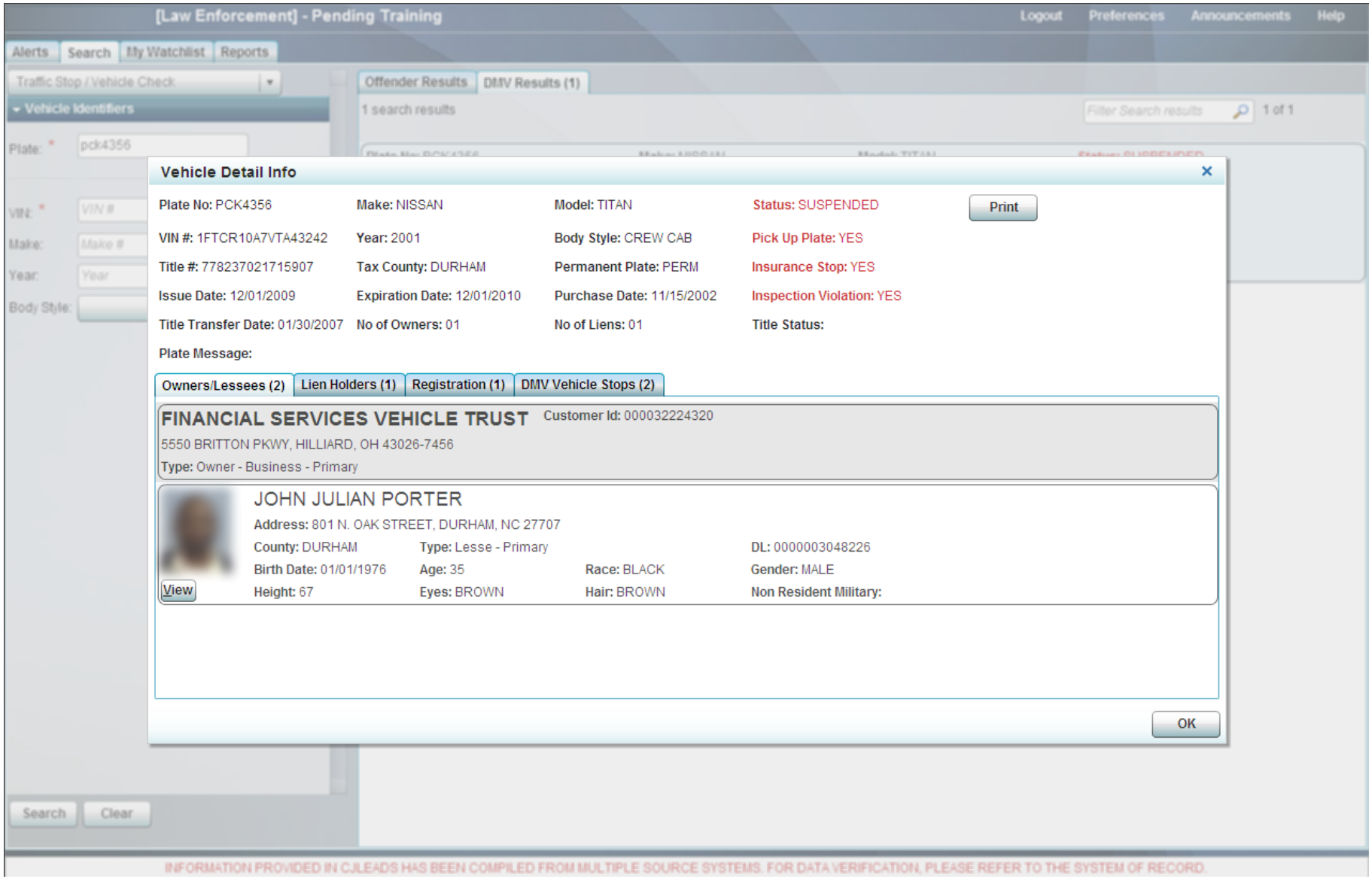
CJLEADS Timeline Screen

- *The timeline screen provides a visual representation of an individual's criminal information.*

CJLEADS DMV Driver License

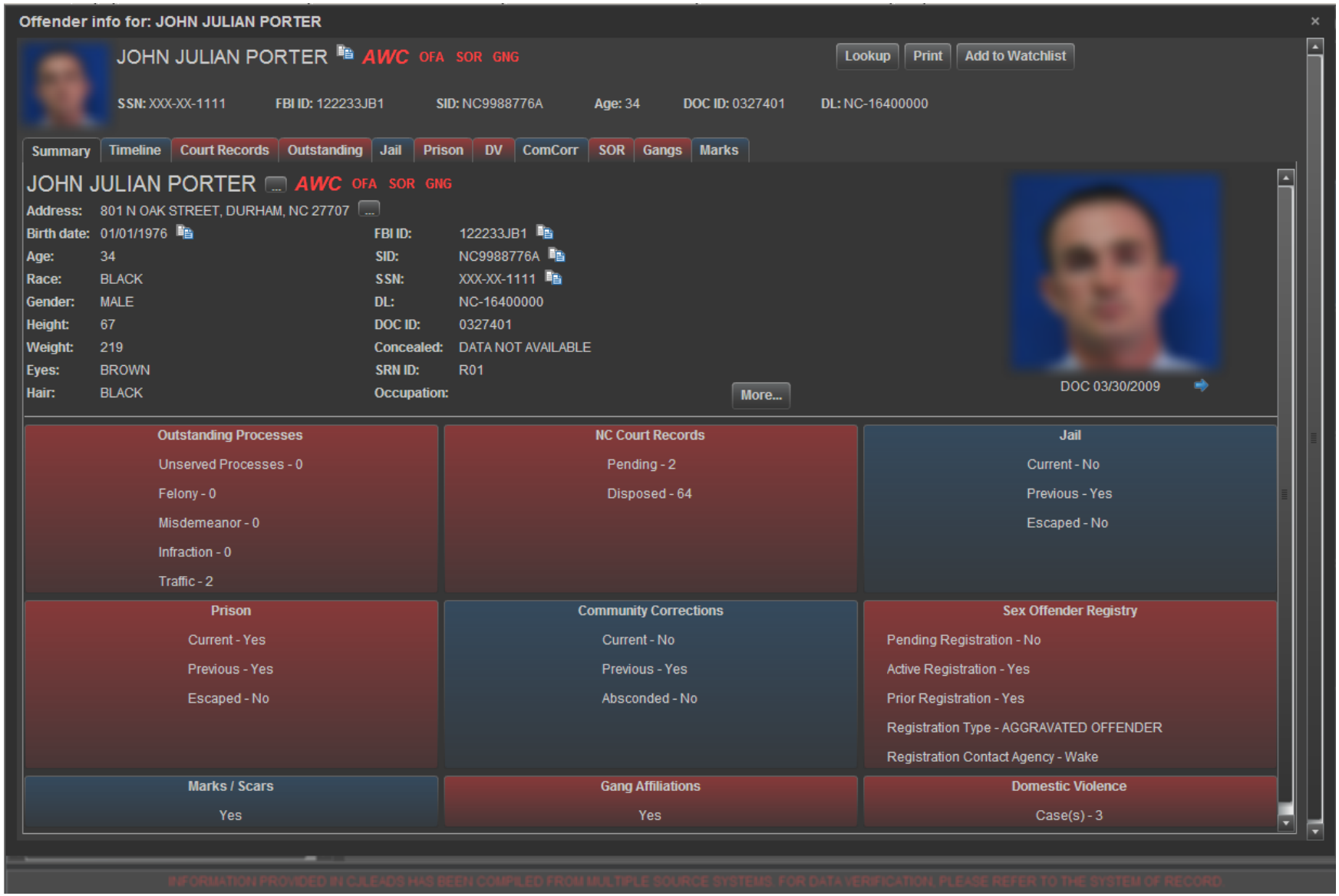
- *The DMV driver's license screen provides license and driving history information as well as photographic image for authorized users.*

CJLEADS DMV Vehicle Registration



- *The DMV vehicle registration screen provides vehicle, lien, registration and DMV stop information.*

CJLEADS Night Vision



- *Night vision provides a reverse image screen that reduces illumination of a law enforcement officer at night and prevents "night blindness."*